




## **ON THE SAME PAGE:**

Effective Implementation of  
College- and Career-Ready  
Standards through Labor-  
Management Collaboration

St. Louis, MO > February 27–28, 2014





A woman with dark hair, wearing a green cardigan, is sitting on the floor and reading a book to a young boy. The boy, wearing a light blue polo shirt and dark jeans, is looking down at the book. They are in a library or bookstore, with shelves of books visible in the background. A large, semi-transparent white circle is overlaid on the left side of the image, containing text.

**SPONSORED BY:** The American Federation of Teachers, The Council of Chief State School Officers, The Council of the Great City Schools, The Federal Mediation and Conciliation Service, The National Education Association, The National School Boards Association, The School Superintendents Association and the U.S. Department of Education

**SUPPORTED BY:** The Bill and Melinda Gates Foundation, The GE Foundation, and The Ford Foundation



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## WELCOME MESSAGE

Dear Colleagues:

Welcome to the third joint conference on labor-management collaboration, sponsored by the national teachers' unions and organizations that represent school boards and state and local superintendents, the Federal Mediation and Conciliation Service, and the U.S. Department of Education. We meet this year at another moment of great opportunity in education. Around the country education leaders have committed to implementing college- and career-ready (CCR) standards that have the potential to deepen students' learning, increase collaboration, and set loose the creativity of educators across the country.

While presenting an immense opportunity for students and educators, high-quality standards implementation is requiring many state and district leaders to carefully rethink existing structures, processes, and resources, and to effectively communicate those changes to stakeholders. The scope and importance of this undertaking are all the more reason why it is so critical that everyone takes time to plan together and to be on the same page when it comes to ensuring that supports are in place for teaching and learning, sharing information with one voice, and listening to feedback from parents, students and other education stakeholders.

Our hope and plan is that you leave this meeting better prepared and positioned to deepen your commitment to collaborative planning. Specifically, we want to ensure that each team returns home with:

- Examples of districts and schools where educators and administrators are actively engaged in successfully implementing college-and career-ready standards;
- Shared plans for continued collaboration among labor and management partners;
- A set of specific tools to assist in enacting those plans; and
- An inventory of valuable planning resources designed by the organizations participating in this conference.

Although support for successful implementation of college- and career-ready standards is broad, it is all too uncommon to see leaders in district and state departments' administrations and unions representing educators working closely together on a unified effort in this area. The fact that you are in St. Louis today means that you are ahead of many of your peers—we invited you to join this convening because we believe you are a leader in this area and, with continued joint work, have the potential to chart a course to success that others in the field can follow.

We challenge you to use the next two days to engage with your colleagues and deepen your collaboration and joint planning efforts further, and to make time after the conference ends to continue the conversation and begin acting on the priorities you've set out. We look forward to supporting you in that endeavor.

Sincerely,

**Arne Duncan**  
*U.S. Secretary of Education*

**Michael Casserly**  
*Executive Director, Council of the Great City Schools*

**Chris Minnich**  
*Executive Director, Council of Chief State School Officers*

**Dennis Van Roekel**  
*President, National Education Association*

**Scot L. Beckenbaugh**  
*Acting Director, Federal Mediation and Conciliation Service*

**Daniel A. Domenech**  
*Executive Director, School Superintendents Association*

**Thomas J. Gentzel**  
*Executive Director, National School Boards Association*

**Randi Weingarten**  
*President, American Federation of Teachers*





### Commitment of National Membership Organizations

We pledge to support the teams of districts and states attending the 2014 Conference on Labor-Management Collaboration in analyzing the current standing of their implementation of college- and career-ready standards and in planning together next steps in the implementation of the new standards at the conference.

After the convening, we further pledge to learn from and support states' and districts' collaborative implementation efforts, defined as engaging in ongoing, joint planning, resource development, and communications with teachers, parents, students and other critical stakeholders.

Specifically, we commit first to learning together from the field and from each other through joint field studies, strategic planning, and resource sharing; second, to using what to learn together to inform and align our separate efforts at the national level; and third, to identifying and elevating successes, challenges and solutions developed by the field.

- The American Federation of Teachers (AFT)
- The National Education Association (NEA)
- The Council of Chief State School Officers (CCSSO)
- The Council of the Great City Schools (CGCS)
- The School Superintendents Association (AASA)
- The National School Boards Association (NSBA)

### Commitment of State Leaders

We pledge to attend the conference as a team, to analyze the current standing of the state's implementation of college- and career-ready standards and to plan together next steps in the implementation of the new standards for our state. We agree to address any challenges through jointly developed state policies and related labor-management practices.

### Commitment of District Leaders

We pledge to attend the conference as a team, to analyze the current state of the district's implementation of college- and career-ready standards and to plan together next steps in the implementation of the new standards for our district. We agree to address any challenges through jointly developed district policies and related labor-management practices.





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## AGENDA

### DAY 1: February 27th

#### 10:00–1:00 pm Check-in

2nd Floor of  
Convention Center

Check in at convention center to receive conference materials and badge.

#### 1:00–1:45 pm Welcome

2nd Floor Ballroom

A panel reflecting on the compelling case for collaboration from the perspective of the national co-sponsors.

##### Moderator:

Virginia Edwards, *Education Week*

##### Participants:

Michael Casserly (CGCS)  
Dan Domenech (AASA)  
Tom Gentzel (NSBA)  
Chris Minnich (CCSSO)  
Dennis Van Roekel (NEA)  
Randi Weingarten (AFT)

#### 1:45–3:15 pm What IS Possible

2nd Floor Ballroom

State and district level teams will share what their labor-management partnerships are doing to implement college- and career-ready standards effectively.

##### Presenters:

ABC Unified School District (CA)  
Cleveland Metropolitan School District (OH)  
State of Massachusetts

#### 3:15–3:30 pm Break

#### 3:30–4:15 pm Overview of Joint Planning Process

2nd Floor Ballroom

Participant teams will learn the joint planning process for the convening and anticipate how to adapt the process to their local context.

##### Presenters:

Patrick Dolan, *Consortium for Educational Change*  
Mary McDonald, *Consortium for Educational Change*

#### 4:15–4:30 pm Travel to Breakout Rooms

#### 4:30–6:00 pm Planning Phase One: Take Stock, Assess & Prioritize Opportunities

Breakouts-  
See Handout

Participant teams will complete the first phase of the planning process with the help of facilitators and content experts.

#### 6:00–6:30 pm Break

#### 6:30–8:00 pm Dinner Reception

Renaissance  
Grand Hotel  
Crystal Ballroom  
20th Floor

Take a culinary trip through the neighborhoods of St. Louis at the buffet and enjoy time to connect, mingle and relax together.



## DAY 2: February 28th

**7:00–8:00 am** **Breakfast** *(Optional)*  
*Outside of Breakouts* Buffet-style hot and cold breakfast.

**8:00–9:30 am** **Planning Phase Two:  
Plan Out Priority Opportunities**  
*Breakouts-  
See Handout* Participant teams will complete planning materials and prepare for “critical friend” review.

**9:30–9:45 am** *Travel to Role-alike Session*

**9:45–10:45 am** **Role-alike Discussion**  
*Breakouts-  
See Name Badge* Participants will have candid, facilitated discussions with other participants in similar roles about what it takes to successfully collaborate and how national co-sponsors can help.

**10:45–11:00 am** *Travel to Critical Friend Session*

**11:00–12:00 pm** **Planning Phase Three:  
Critical Friend Session**  
*Breakouts-  
See Handout* Participant teams will collaborate on offering friendly, critical advice to support the effective implementation of plans developed by other participant teams.

**12:00–12:15 pm** *Pick up Lunch/Travel to Working Lunch*

**12:15–1:15 pm** **Planning Phase Four: Working  
Lunch to Finalize Plan**  
*Breakouts-  
See Handout* Participant teams will collaborate on making adjustments to plans, prioritize strategies and identify immediate next steps.

**1:15–1:30 pm** *Travel to Wrap-up*

**1:30–2:00 pm** **Wrap-up**  
*2nd Floor Ballroom*  
Moderator:  
 Patrick Dolan, Consortium for Educational Change  
Closing Remarks:  
 Arne Duncan, U.S. Secretary of Education



## **MODERATORS AND PRESENTERS**





### W. Patrick Dolan

Education Consultant in  
Organizational Development

Dr. Dolan has AB and MA in French Philosophy from St. Louis University and an Ed.D. from the Harvard Graduate School of Education. He was a Dean at Georgetown University and Assistant Academic VP at St. Louis University. He started his own consulting firm in Kansas City in 1974 and for the last 40 years has worked as a third party consultant to unions and management in the private and public sector alike. The goal has always been to help build collaborative cultures, structures and processes. His firm worked with Ford, Deere, Goodyear, and Boeing and their unions for many years, and for the last twenty plus years has worked across the country with both the NEA and the AFT at the local, state, and national level on improving the impact of the unions and their members on educational reform. He is active at present with the Teachers Union Reform Network and the Consortium for Educational Change.



### Virginia Edwards

President  
Editorial Projects in Education,  
Editor-in-Chief, *Education Week* and *edweek.org*

As president of Editorial Projects in Education, Virginia B. Edwards oversees the nearly 100-person, \$16 million-a-year nonprofit corporation that publishes *Education Week* and *edweek.org*. She has held the post since 1997. Ms. Edwards has also been the editor-in-chief of *Education Week* since 1989. For the past 18 years, she has also served as the editor and publisher of *edweek.org*. Before joining EPE, Ms. Edwards worked for two years for the Carnegie Foundation for the Advancement of Teaching, and, for the nearly 10 years before that, she was an editor and reporter at *The Courier-Journal* in Louisville, Ky.



### Brad Jupp

Senior Program Advisor to the  
Secretary, U.S. Department of Education

Brad Jupp is a Senior Program Advisor in the Office of Secretary of Education Arne Duncan. In that role he supports the development and implementation of policy on teacher and leader effectiveness. He came to the United States Department of Education from Denver Public School, where over 24 years he served as a teacher, union leader and senior administrator. Jupp spent 19 years as a middle school language arts teacher, including four years in his dream job at the DPS Alternative Middle School.



### Mary McDonald

Core Service Director for School &  
District Transformation, Consortium  
on Educational Change

Mary McDonald, Co-Director of the Great Lakes TURN Regional Network, has worked for the Consortium for Educational Change since 2005 in supporting comprehensive school improvement and transformation efforts in Illinois. She currently serves as CEC's Core Service Director for School & District Transformation, supporting School Improvement Grant (SIG) schools to implement school-wide transformation efforts and new teacher evaluation systems linked to student growth measures. McDonald works closely with the national Teacher Union Reform Network (TURN), as editor of *TURNews* and Regional TURN Program Director for the expansion of the TURN Regions, with funding support by the Bill & Melinda Gates Foundation.



### Mark Baumgartner

Director of Professional Issues  
Cleveland Teachers Union

Mark Baumgartner has been a teacher for 24 years in the Cleveland Metropolitan School District. This year he is teaching 9th grade English at Max Hayes High School. Prior to that he taught 7th grade English for 22 years at Luis Munoz Marin School. He is currently an elected officer with the Cleveland Teachers Union (CTU) and also the Director of Professional Issues for the CTU, a position he has held for the past 6 years. In the role of Director, Baumgartner works with the Chief Academic Officer and the Chief Executive Officer on the academic reforms for the district.



### Cheryl Bodger

Director of Schools  
ABC Unified School District

Dr. Cheryl Bodger has served as an educator in the ABC Unified School District since 1989, as a teacher, mentor teacher, elementary and middle school principal and now as Director of Schools since 2008. She has been working in partnership with the ABC FT for the past ten years, as a member of the PAL Council, the PAL Retreat organizing committee and the PAL Survey committee.



### Andrew Bundy

Co-Director of District Capacity Project  
Massachusetts Education Partnership

Andrew Bundy is Co-Director of the District Capacity Project (DCP) of the Massachusetts Education Partnership. DCP supports labor-management innovation teams—led by superintendents, union presidents, and school committee leaders—representing 5,000 educators and 65,000 students in seven primarily urban Massachusetts communities. Andrew coordinates and facilitates school-labor-community collaborations, develops curricula and tools for adult learners, coaches system leaders, and chronicles innovative partnerships that get results.



### Mitchell Chester

Commissioner  
Massachusetts Department of  
Elementary and Secondary Education

Mitchell Chester began his tenure as Massachusetts Commissioner of Elementary and Secondary Education in May 2008. From 2001 through 2008 he worked for the Ohio Department of Education, where he was the second ranking educator. Dr. Chester served as the Executive Director for Accountability and Assessment for the School District of Philadelphia from 1997 through 2001. He was Chief of the Bureau of Curriculum and Instructional Programs of the Connecticut State Department of Education. Dr. Chester was a teacher, assistant principal, and curriculum coordinator in three school districts. He holds a doctorate in education from the Harvard Graduate School of Education.





### Ray Gaer

President  
ABC Federation of Teachers

Ray was a general education and a special education teacher for the first 15 years of his teaching career. He has served the ABC Federation of Teachers as the Vice President At-Large, negotiating team member, and local President. Ray has presented the ABC labor management model at: the Center for School Improvement in New York; the National School Board Convention; the California Federation of Teachers Convention; the Association of California School Administrators; and numerous local districts.



### Eric Gordon

Chief Executive Officer  
Cleveland Metro School District

Eric Gordon was appointed Chief Executive Officer of the Cleveland Metropolitan School District (CMSD) in 2011 after having served as the district's Chief Academic Officer for four years. He is responsible for the leadership and daily management of Cleveland's 41,000-student school district. Mr. Gordon, together with Cleveland Mayor Frank G. Jackson and other business, philanthropic, and educational leaders, successfully lobbied Ohio legislators in 2012 to pass The Cleveland Plan, a revolutionary package of education reform legislation that received national attention for its strong bipartisan support and unprecedented collaborative process that united the people of Cleveland around a collective mission to transform their public school system.



### Alan Ingram

Deputy Commissioner  
Massachusetts Department of  
Elementary and Secondary Education

In June 2012, Alan Ingram was appointed Deputy Commissioner of the Massachusetts Department of Elementary and Secondary Education. As one of two deputy commissioners, Dr. Ingram oversees the agency's work in Teaching and Learning, Student Assessments; Accountability, Partnerships and Targeted Assistance; Planning, Research and Delivery; Special Education Planning and Policy; and Educator Quality. Previously, he served as the Superintendent of Public Schools in Springfield, Massachusetts and as the Chief Accountability Officer in Oklahoma City Public Schools.



### Valencia Mayfield

Assistant Superintendent  
ABC Unified School District

The fall of 2013 marked the beginning of my twenty-fourth year serving in K-12 education. My professional journey includes teaching, and administrative experience at each educational level (elementary, middle, and high school), as well district level leadership in my current position as the Assistant Superintendent of Academic Services. I have earned a Master's Degree in Educational Management from the University of LaVerne (1994) and a Bachelor's Degree in Biology from the University of California, Irvine (1987).



### Michelle Pierre-Farid

Chief Academic Officer  
Cleveland Metro School District

Dr. Michelle Pierre-Farid is the Chief Academic Officer for Cleveland Metropolitan School District. Previously she was the Executive Director New Leaders Program in Washington, DC. While overseeing the development and support of growing strong urban school principals, Dr. Pierre-Farid was able to push the training of the resident principals because she was, herself, a New Leader.



### Monyka Price

Chief of Education  
City of Cleveland

Monyka S. Price joined the Jackson Administration in October 2007. Her responsibilities include advancing Mayor Frank G. Jackson's regional approach to education and serving as the conduit between the City of Cleveland and the Cleveland School District. Price is working to ensure our youth receive a sound educational foundation. She earned two Master's degrees in Education-Early Childhood and Education Administration from Ursuline College. Price also received a Superintendent License and Certification from Cleveland State University.



### David Quolke

President  
Cleveland Teachers Union

David Quolke has been President of the Cleveland Teachers Union since 2008. A graduate of Cleveland State University, David was an Orientation and Mobility Instructor working with blind and visually impaired students throughout the Cleveland Schools prior to being elected President. Throughout his career, David has been a passionate advocate for students with disabilities. He uses that same enthusiasm as an advocate for all children, educators, and public education. In addition to being President of the CTU, David has been a Vice President of the American Federation of Teachers since 2012.



### Carolyn Richie

Field Representative  
California Federation of Teachers

Carolyn Richie is a CFT Field Representative, out of the Los Angeles County Field Office. Prior to joining the CFT staff, Carolyn was a classified local leader from 2005–2011 in the Compton Unified School District. She has served on the CCE Conference Planning Committee since 2007, both as a member and now as the CCE Staff Liaison. Carolyn was instrumental in bringing the need for classified and faculty unity and ethnic minority participation to the forefront by working with CCE to create standing CFT committees and serving on panels for conferences and Convention.





### Richard Saldana

PAL/PASS Coordinator  
ABC Unified School District

Rich Saldana has spent 16 of his 19 years in education teaching science, English and Social Science at Artesia High School. For five years, he was also the School Improvement Coordinator in charge of testing, back-to-school nights, parent meetings, professional development, and WASC Accreditation. He now serves as coordinator of the labor-management supported Peer Assistance and Support System (PASS).



### Mary Sieu

Superintendent  
ABC Unified School District

Dr. Mary Sieu is currently the Superintendent of ABC Unified School District. She served in a variety of leadership positions in ABCUSD including Deputy Superintendent and Assistant Superintendent of Academic Services. Prior to ABC, she was a Clinical Supervisor of Teacher Education at UCLA. Dr. Sieu worked as an elementary teacher in the Chicago Public Schools and in Chino Unified School District in California. She spent several years as a foreign language teacher in mainland China.



### Kathleen J. Skinner

Director of Center for Education Policy and Practice  
Massachusetts Teachers Association

Dr. Kathleen Skinner is the Director of the Center for Education Policy and Practice at the Massachusetts Teachers Association. As an urban educator, she taught for 15 years in the Somerville Public Schools as a high school English and Social Studies teacher, an elementary reading specialist, and a dropout prevention specialist; served as the assistant principal at Gloucester High School for five years where she focused on school change, professional development, and accountability; and was the Director of Professional Development, Program Review and Evaluation with the Lawrence Public Schools, implementing a series of professional development programs to solve problems of underperformance.



### Celia Spitzer

Board Member  
ABC Unified Board of Education

Celia has been on the ABC school board since 1999, serving four terms as president. She is a graduate of UC Berkeley and worked for IBM as a systems engineer. Celia is a long-time classroom volunteer in ABC schools and was a substitute secondary math teacher. In addition, Celia has been an active community member and supporter of teachers. She was one of the ABC team breakout session presenters at the 2011 Collaboration conference.



### Karen Thompson

Deputy Chief Curriculum & Instruction, Cleveland Metro School District

Karen Thompson currently serves as the Deputy Chief Curriculum and Instruction for the Cleveland Metropolitan School District. She began working for the district in 1991 and is currently responsible for academic programming PreK-12 for district students under the supervision of the Chief Academic Officer. Past administrator positions in the district have been Post Secondary Education Director, Career and Technical Consultant Teacher, and classroom teacher.

## CONTENT EXPERTS AND FACILITATORS







### Max Aud

Commissioner  
St. Louis, Federal Mediation  
and Conciliation Service

Max Aud has served as a Commissioner for the Federal Mediation and Conciliation Service in the St. Louis region since 1999. His work consists of collective bargaining mediation and the development and implementation of labor management collaborative programs. Max has also provided adjunct instruction in Labor Relations at Southwestern Illinois College. He has served on the boards of the Gateway chapter of LERA, and the Labor Management Committee of the Leadership Council, Southwestern Illinois.



### David Born

Commissioner  
Chicago, Federal Mediation  
and Conciliation Service

David Born has been a Commissioner with the Federal Mediation and Conciliation Service (FMCS) Chicago regional office for 13 years. Prior to Mr. Born's employment with FMCS, he worked for the Teamsters in Chicago as an organizer, grievance rep and negotiator. He also worked for the National Labor Relations Board as an investigator and hearing officer for 8 years. Mr. Born earned a Bachelor's Degree in Economics from the University of Illinois and a Masters in Labor and Industrial Relations from the University of Wisconsin, Madison.



### Chad d'Entremont

Executive Director  
Rennie Center for Education  
Research & Policy

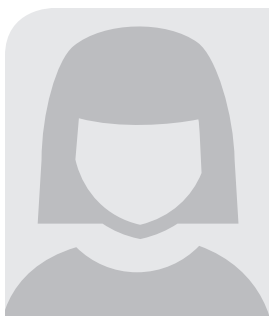
Chad has devoted a career in education to bridging the divide between research and practice, working with educators and policymakers to ensure all children have the opportunity to succeed. He began his career as a teacher, serving high needs students in urban and rural settings. He is now the Executive Director of the Rennie Center for Education Research & Policy where he oversees the District Capacity Project (DCP), an initiative of the Massachusetts Education Partnership. The DCP supports labor and management leaders in working collaboratively to improve student outcomes. Chad holds a Ph.D. in Education Policy and Social Analysis from Teachers College, Columbia University.



### Patrick L. Dunn

Commissioner  
Kansas City, Federal Mediation  
and Conciliation Service

Patrick L. Dunn is a Commissioner with the Kansas City office of the Federal Mediation and Conciliation Service. He has mediated and facilitated for diverse groups on a variety of topics to help them resolve their conflict productively. He has conducted numerous training programs on the art and science of mediation as well as advanced facilitation techniques. He practiced law for twenty five years in the Labor/Management arena before joining FMCS. Before entering private practice, he served as attorney for the Seventeenth Regional Office of the National Labor Relations Board. He has lectured and written for local and national audiences on a variety of subjects.



### Jennifer Flesher

Commissioner  
Cleveland, Federal Mediation  
and Conciliation Service

Sixteen years as an advocate for Labor and for Management in public sector serving public service workers and/or the department heads and elected officials that employ them. Twenty two years as a Commissioner for The Federal Mediation and Conciliation Service assisting parties in private and public sector in the resolution of collective bargaining disputes, grievances and EEO complaints. In addition I have conducted training in collaborative styles of bargaining and Labor Management cooperation as well as working internationally in Ecuador, Ireland and with the OAS.



### Ken Futernick

Director  
School Turnaround Center

Ken Futernick is a recognized expert in labor-management collaboration and is the lead author of two recent publications on the collaborative process and its impact on schools. He and his colleagues in WestEd's School Turnaround Center help to transform struggling schools and districts throughout the nation. Previously, Futernick chaired the department of teacher education and was a member of the faculty for 20 years at California State University, Sacramento.



### John Gray

Commissioner  
Cincinnati, Federal Mediation  
and Conciliation Service

FMCS Commissioner John Gray joined the Federal Mediation and Conciliation Service in June of 2011. Prior to his appointment with FMCS John was employed with the Ohio State Employment Relations Board (SERB) where he worked as a Labor Relations Mediator since February, 2006. Prior to his years of service as a State Mediator, John served as the Business Manager & Financial Secretary of the International Union of Operating Engineers Local 20 for 12-1/2 years. In his capacity as the Executive Officer of IUOE Local 20, John was responsible for the day-to-day operations of the Local as well as serving as the Union's chief spokesman for over 120 labor agreements. John was the Union's chief advocate in arbitrations and resided over the adjudication of grievances.



### Thomas K. Jeffery

Commissioner, Chicago, Federal  
Mediation and Conciliation Service

Since joining FMCS in 2006, Tom has conducted 30 trainings in IBB and other collaborative formats used in collective bargaining, and provided facilitation of the processes during negotiations. He has also conducted a variety of trainings to establish Labor-Management Committees and use of the Interest Based Problem Solving format in several school districts and universities in the Chicago area. Tom's undergraduate degree is from Lawrence University, and he earned an MBA from Benedictine University.



### Richard Kirkpatrick

Commissioner  
St Louis, Federal Mediation  
and Conciliation Service

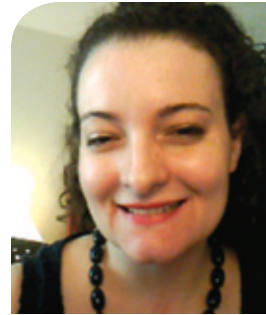
Richard Kirkpatrick is a Commissioner with the Federal Mediation and Conciliation Service where he mediates labor and management conflicts, Equal Employment Opportunity Commission disputes, sexual harassment and age discrimination complaints, employee relations disputes, environmental and public policy issues. His undergraduate degree is in Education from Southern Illinois University, Carbondale, Illinois. His Master of Arts degree is in Labor Relations from Empire State College, State University of New York.



### Sally Klingel

Director  
Labor-Management Programs,  
Scheinman Institute on Conflict  
Resolution, Cornell University

Sally Klingel specializes in the design and implementation of conflict and negotiation systems, labor-management partnerships, work redesign, strategic planning, and leadership development. Her work with Cornell over the past 20 years has included training, consulting, and action research with business organizations in a variety of industries, local, state and federal government agencies, union internationals and locals, public schools and universities, and worker owned companies. Klingel holds a M.S. in Organizational Behavior from Cornell University's School of Industrial and Labor Relations, and a B.A. from the University of Michigan.



### Aubrey Neihaus

Project Manager  
The Institute for Mathematics and  
Education, University of Arizona

Aubrey Neihaus is the Project Manager of the National Training Agency for the Intel Math Program out of the University of Arizona. She has managed the national scaling of Intel Math to 16 states over four years, reaching more than 5,000 teachers to help them deepen their mathematical content knowledge for teaching.



### Tom Olson

Commissioner  
Chicago, Federal Mediation  
and Conciliation Service

Commissioner Olson currently serves as a mediator with the Federal Mediation & Conciliation Service in Chicago, IL. His active caseload includes mediating disputes and facilitating collaborative bargaining and problem-solving. He also provides training to Labor and Management groups in the public and private sectors on a broad range of topics. His previous professional experience includes advocating and negotiating on behalf of both Labor and Management. Tom is a 2005 graduate of the University of Wisconsin Law School in Madison, WI.





### **Glen B. Reed, Jr.**

Commissioner  
St Louis, Federal Mediation  
and Conciliation Service

Glen B. Reed, Jr. is a Commissioner with the Federal Mediation and Conciliation Service. Prior to his service in the federal government, Mr. Reed spent five years working in the area of labor-management relations with various chapters of the National Electrical Contractors Association (NECA), the Sheet Metal and Air Conditioning Contractors Association (SMACNA), and the Mechanical Contractors Association (MCA). He is a graduate of the Coles School of Business, at Kennesaw State University, with a BA in management and a concentration in human resources.



### **Saul Rubinstein**

Professor  
School of Management and Labor  
Relations, Rutgers University

Saul Rubinstein focuses his research on the impact of changes in work organization on firms and unions. In particular he has studied intra and inter-organizational coordination as well as the new forms of firm governance and co-management that have resulted from joint labor-management efforts to transform industrial relations and work systems. He is the Associate Director of the SMLR Center for Workplace Transformation and has served as a member of the NJ State Employment & Training Commission Task Force on High Commitment Work Organizations. He holds a Ph.D. from Massachusetts Institute of Technology and an Ed.M and MBA from Harvard.



### **Barbara Rumph**

Commissioner  
St Louis, Federal Mediation  
and Conciliation Service

Barbara is a Commissioner for the Federal Mediation & Conciliation Service. Thus far her tour of duty has been in Minneapolis, Mn. and St. Louis, Mo where she is currently stationed. Barbara has successfully mediated many contract bargaining negotiations, grievance mediations, and alternative disputes resolutions. She also designs and implements training programs. She has a Masters Degree in Personnel Human Resources Management from American University in Washington, D.C.



### **Robert Thompson**

Commissioner  
Wichita, Federal Mediation  
and Conciliation Service

Robert Thompson is a commissioner for the Federal Mediation & Conciliation Service in Wichita, Kansas. Before becoming a Federal Mediator, he was a member of, and officer for, the International Brotherhood of Boilermakers. He has over 40 years of Labor Management Relations experience. He is a graduate of Northeastern State University in Tahlequah, Oklahoma with a B.S. in Business Administration.

CO-SPONSORS







### Scot Beckenbaugh

Acting Director  
Federal Mediation and  
Conciliation Service

Scot Beckenbaugh currently serves as the Acting Director of FMCS, a post he held previously in 2009 and 2005. Beckenbaugh has been with the FMCS since 1988. He has mediated national master agreements in multiple industries and has extensive experience in public sector dispute mediation, as well as regulatory negotiations, public policy, land, use and civil rights disputes. He has taught at the high school, junior college and university level.



### Michael Casserly

Executive Director  
Council of the Great City Schools

Michael Casserly has served as Executive Director of the Council of the Great City Schools since January 1992. Casserly also served as the organization's Director of Legislation and Research for 15 years before assuming his current position. As head of the urban school group, Casserly unified big city schools nationwide around a vision of reform and improvement; led the nation's largest urban school districts to volunteer for the National Assessment of Educational Progress (NAEP); guided the organization to be the first national education-membership group to call for and support the Common Core Standards; and led the first national study of common practices among the nation's fastest improving urban school districts. He is a U.S. Army veteran, and holds a Ph.D. from the University of Maryland and B.A. from Villanova University.



### Daniel Domenech

Executive Director  
School Superintendents Association

Daniel A. Domenech is the executive director of AASA, The School Superintendents Association, a position he has held since July 2008. Domenech has more than 40 years of experience in public education, twenty-seven of those years served as a school superintendent. Prior to joining AASA, Domenech served as senior vice president for National Urban Markets with McGraw-Hill Education. In this role, he was responsible for building strong relationships with large school districts nationwide. Prior to joining McGraw-Hill, Domenech served for seven years as superintendent of the Fairfax County, Va., Public Schools. Domenech began his teaching career in New York City in South Jamaica, Queens. He earned a Bachelor of Arts degree from Hunter College in New York City and a Ph.D. from Hofstra University in Uniondale, N.Y.



### Arne Duncan

U.S. Secretary of Education

Arne Duncan is the ninth U.S. secretary of education. He was confirmed by the U.S. Senate on Jan. 20, 2009, following his nomination by President Barack Obama. Duncan has helped to secure congressional support for President Obama's investments in education, including the American Recovery and Reinvestment Act's \$100 billion to fund 325,000 teaching jobs, increases in Pell grants, reform efforts such as Race to the Top and Investing in Innovation, and interventions in low-performing schools. He has also led new efforts to encourage labor and management to work together and launched a comprehensive effort to transform the teaching profession called RESPECT. From June 2001–December 2008 he served as the CEO of Chicago Public Schools. Duncan graduated magna cum laude from Harvard University.





### Tom Gentzel

Director  
National School Boards Association

Tom Gentzel is the Executive Director of the National School Boards Association (NSBA). Prior to NSBA, Mr. Gentzel was the Executive Director of the Pennsylvania School Boards Association (PSBA). He is a member of the board of the Learning First Alliance and has served as a board member for the National School Public Relations Association and as a member of the Outreach Advisory Board for The Pennsylvania State University. He was appointed by Gov. Tom Ridge and reappointed twice by Gov. Edward Rendell to the State Advisory Panel on Special Education. In 2009, he was named by the governor to the Pennsylvania Early Learning Council. He previously chaired the Pennsylvania Coalition for Public Education and was founder and coordinator of the Alliance for a School Aid Partnership.



### Chris Minnich

Executive Director  
Council of Chief State School Officers

Chris Minnich assumed the role of executive director of the Council of Chief State School Officers (CCSSO) in 2012. Chris has worked at CCSSO since 2008, when he was hired to direct the Council's standards program—the work that would later become the Common Core State Standards. In 2009, he assumed the role of strategic initiative director of standards, assessment, and accountability, leading the development and adoption of the Common Core in 45 states. In 2010 Minnich became the senior membership director. In the last two years Minnich has led the Council's advocacy and communications teams in rallying states to collaboratively reform their standards and accountability systems.



### Dennis Van Roekel

President  
National Education Association

Dennis Van Roekel is president of the National Education Association (NEA), which represents more than 3 million public school employees. As NEA president, he leads the nation's largest labor union and advocate for quality public schools. He is a longtime activist for children and public education and taught high school mathematics for 23 years. In December 2011 NEA unveiled its bold agenda to help teachers transform their own profession – the “Leading the Profession” three-point plan, whose main components are raising the bar for entry, teachers ensuring teacher quality, and union leadership to transform the profession.



### Randi Weingarten

President  
American Federation of Teachers

Randi Weingarten is president of the 1.5 million-member American Federation of Teachers (AFT). Prior to her election as AFT president in 2008, Weingarten served for 12 years as president of the United Federation of Teachers in the New York City. Weingarten has launched major efforts to place real education reform high on the nation's and her union's agendas, including the AFT Innovation Fund. In 2012-13, Weingarten served on an education reform commission convened by New York Gov. Andrew Cuomo, which made a series of recommendations to improve teaching and learning. Weingarten holds degrees from Cornell University's School of Industrial and Labor Relations and the Cardozo School of Law.



## DISTRICT AND STATE ATTENDEES

### California

ABC Unified School District\*  
Poway Unified School District  
San Juan Unified School District

### Connecticut

Meriden Public Schools

### Florida

Broward County Public Schools  
Escambia County School District  
Hillsborough County Public Schools

### Illinois

Sandoval Community Unit School District 501

### Kentucky

Kentucky State Team

### Massachusetts

Massachusetts State Team\*  
Revere Public Schools

### Maryland

Baltimore City Public Schools  
Montgomery County Public Schools  
Prince George's County Public Schools

### Michigan

Farmington Public Schools

### Missouri

St. Louis Public Schools

### North Carolina

Charlotte-Mecklenburg Schools

### Nevada

Washoe County School District

### New York

Greece Central School District  
Marlboro Central School District  
North Syracuse Central School District  
Poughkeepsie City School District

### Ohio

Berea City School District  
Cincinnati Public Schools  
Cleveland Metropolitan School District\*  
Columbus School District  
Ohio Appalachian Collaborative  
Ohio State Team  
Toledo Public Schools

### Oregon

Beaverton School District  
Dallas School District  
Springfield Public Schools

### Tennessee

Metropolitan Nashville Public Schools

### Washington

Bellevue School District  
Seattle Public Schools  
Washington State Team

\* Indicates presenting team









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